CREATING A DIVERSITY REPORT CARD

BY THE SOCIETY FOR DIVERSITY

The "Report Card" documents the impacts, performance, strengths and weaknesses of your equity, diversity and inclusion efforts, and allows an organization to periodically compare its progress to other benchmarks.

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The Problem with the Current State of Affairs in Diversity & Inclusion

We have a big problem in the field of Diversity and Inclusion (D&I). The issue is that very few D&I endeavors get results. Time after time, The Society for Diversity hears about Diversity Professionals and Consultants who promise the moon and fail to deliver, leaving employers with nothing to show for their efforts besides lighter pockets.

The single biggest complaint we get from organizations that reach out to us is that they've spent tens of thousands, sometimes millions of dollars, to no avail. There are no measurable results to report and employees feel as if diversity interventions are imposed on them. This creates a situation where organizations become jaded or cynical pertaining to diversity and inclusion work, and its ability to drive meaningful culture change.

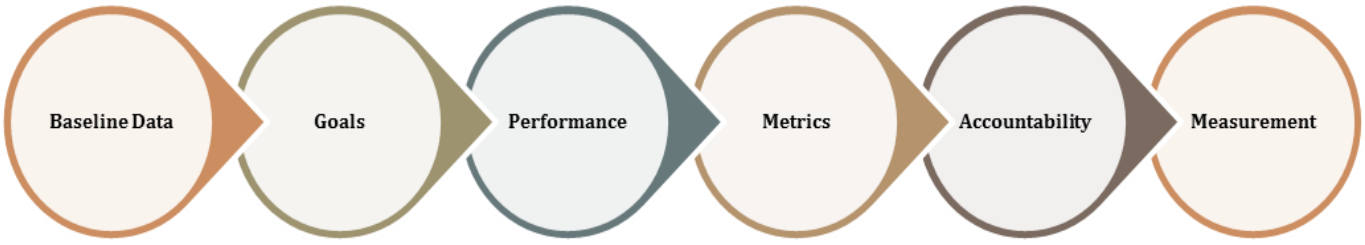
Still, even with all the problems, the field of diversity and inclusion is hot right now. Nearly every Fortune 500 company has an Office of Diversity, and tech companies such as Google, Facebook, and Intel have been releasing yearly diversity reports since at least 2014. This aperture presents an excellent opportunity for better evaluation, accountability, and metrics.

EVALUATION & ACCOUNTABILITY CHALLENGES IN THE FIELD OF DIVERSITY & INCLUSION

For years, only a handful of organizations have been able to "figure out" what is the most effective way to evaluate Diversity and Inclusion (D&I) work. The lack of effective measurement tools, coupled with the lack of accountability for quantitative results, presents a conundrum for organizations who are called to invest more resources in diversity efforts.

For purposes of this report, D&I evaluation consists of:

FIGURE 1: D&I EVALUATION PROCESS



Our focus in this report is going to be on metrics and accountability. Marc Brenman, renowned diversity and inclusion thought leader, asserts that "Metrics are a necessary element to validate that a diversity strategy contributes to an organization's competitive advantage" (Diversity Metrics, Measurement and Evaluation, 2012; Workforce Diversity Network).

Simultaneously, "accountability is one of the most important aspects of any business. A company that holds its employees accountable for the choices they make and the tasks they perform witnesses high levels of productivity and efficiency" (Archambeau, Shellye; Cultivating Accountability in the Workplace, 2014; Xconomy). Accountability requires communication. In other words, people must understand why change is necessary, how it relates to organizational goals, what is expected of them, and how they will be held responsible.

Floyd Keith, CEO of PPA Professional Services, contends that knowledge is inextricably tied to accountability. According to Keith, "For positive change to occur, one must be educated in the complete knowledge of the issues…which makes public awareness essential. Accountability is fundamental in any formulae dedicated to the pursuit of positive change. The undeniable significance of political and financial influence is well documented in the history of all endeavors of social change."

Hence any attempt to quantify the benefits or impact of diversity and inclusion must be grounded in data. This is why Figure 1 starts the evaluation process with baseline, or pre-change, data. The goals, and subsequent performance of related objectives, are not as important without the data that substantiates the need and impact.

WHAT IS A DIVERSITY REPORT CARD?

For all intents and purposes, a report card is a written assessment of one's performance or progress. This grading system is used to periodically determine the quality of one's work.

The Diversity Report Card is the formal process of using data to communicate and ensure accountability for diversity and inclusion outcomes. It allows for comparisons over time and against other standards (e.g., how does one division compare to another).

The purpose of the Report Card is not to criticize a person or department as right or wrong. The intent is to identify opportunities for improvement. The fundamental question is: how will you know what needs to improve if there is no process for identifying *potential* problem areas? H. James Harrington, author and business leader says, "Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it."

Accordingly, an organization should set parameters around the report card.

For Example,

- *Be enthusiastic about whatever is good; deal with bad marks in a caring and calm manner.*
- *Never use a report card to discipline or punish. Instead, figure out what motivates the person/group and provide incentives to advance his/their performance.*
- *Establish a formal appeals process for individuals/groups who feel that the grade is unfair.*

With a Diversity Report Card, Keith asserts that "the process is as important as the goal because if it is followed consistently, it will increase diverse representation and foster inclusion."

The Report Card process can be used to assess all areas of diversity and inclusion, including but not limited to hiring, promotions, mentoring, training, procurement, and terminations. You can also use a report card to evaluate business resource groups.

THE REAL COMPETITIVE ADVANTAGE

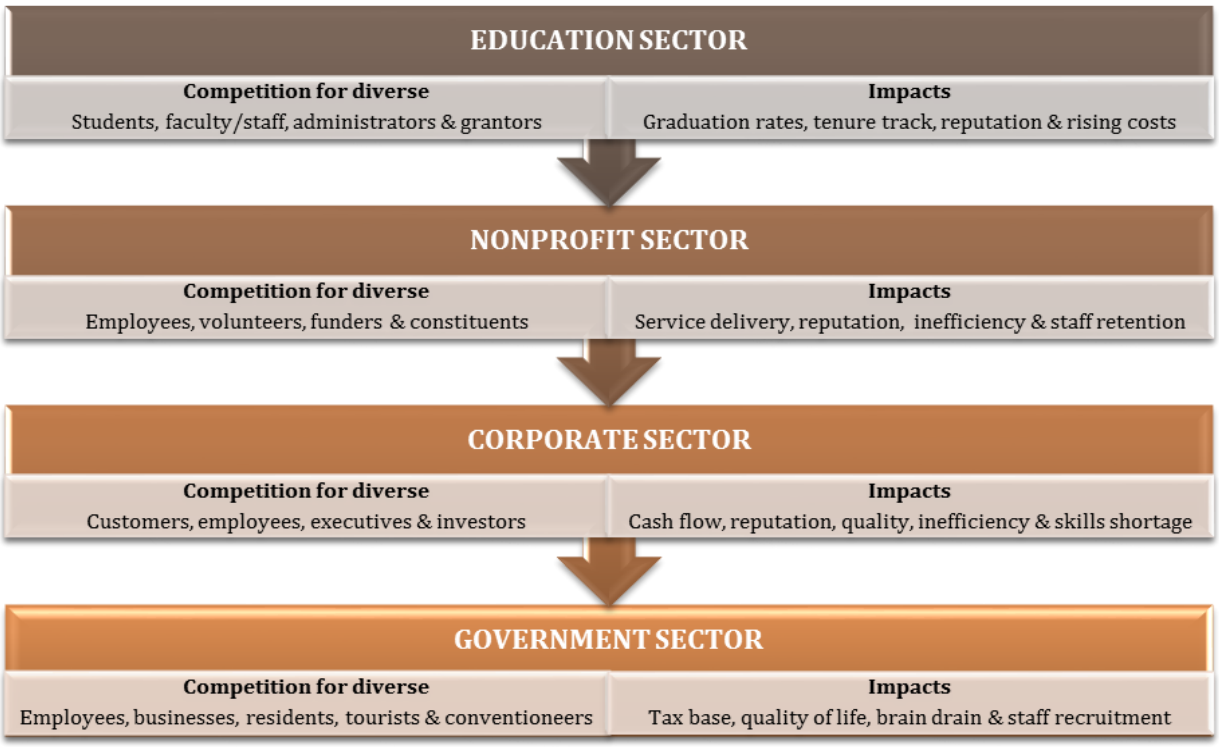
Many organizations began their diversity and inclusion journey with few expectations for results. Accordingly, an organization's diversity and inclusion efforts may lack a definitive link to strategy and bottom-line results.

Keith asserts, "Diversity and inclusion is no longer separate from business practices but is a competitive advantage."

Hence, beyond compliance, the key driver behind diversity and inclusion is competitive positioning in a global economy. When growth and sustainability initiatives do not take diversity and inclusion into account, it negatively impacts an organization's long-term viability. According to Keith, "Waiting until 2043 will be too late to deal with diversity and inclusion."

Figure 2 illustrates how diversity and inclusion impacts an organization's ability to compete.

Figure 2: The Impact of Competition



Here's where the Diversity Report Card goes beyond evaluation metrics, toward accountability for intentional outcomes over time. Engendering accountability for diversity and inclusion allows an organization to vie for diverse resources strategically and more effectively.

LOOKING AHEAD

While bottom-line impact is going to vary from organization to organization, the advantage gained by quantifiable and impactful diversity and inclusion efforts is enormous. The future is here, and the most proactive organizations will seize the opportunity to do business better.

Let's dig into what was preventing the Office of Diversity from living up to its potential to drive organizational results and then we'll look at what metrics we need in place to change that.

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The Two Types of Professionals

As is always the case when demand appears in the marketplace, there also springs up individuals to fill that demand. There are two basic kinds of diversity professionals and both can be problematic for organizations given the current state of affairs.

THE CHIEF DIVERSITY OFFICER (CDO)

In the past, this individual was simply thrust into office, often because of a particular trait such as their status as a person of color or a woman. They had no particular qualifications in the field. There was simply an unrealistic assumption that someone coming from a protected class would understand the "problem" enough to be able to "fix it" for the organization.

Of course, this was an issue because 1) they had no formal training or previous experience doing such work and 2) diversity was seen as a problem that needed to be fixed rather than an opportunity to be capitalized upon.

This meant that most Chief Diversity Officers served as the P.C. (Politically Correct) police, trying to fix any attitude or action they deemed inappropriate. It also meant that they were focused on trying to increase diversity. So we ended up with things like multicultural parties and "Affirmative-Action type" head counts, instead of any meaningful business metrics.

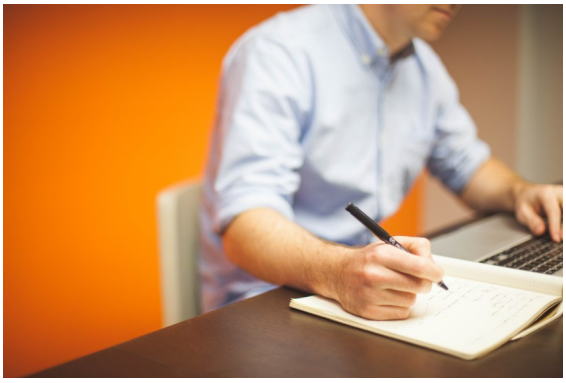
In some cases, this position was so inconsequential, that organizations would rotate the CDO every 2 years. Can you imagine voluntarily rotating your Chief Marketing Officer or Chief Finance Officer every two years? It'd be considered absurd, yet it was happening in the Office of Diversity & Inclusion.

Even today, with diversity as a profession well entrenched in large organizations, there still remains few professional programs that actually provide training to become a diversity executive. The Society for Diversity and its sister company, The Institute for Diversity Certification, created one of the first professional credentialing programs in 2009, but diversity positions have existed in corporations since at least 1979.

Cornell University, Georgetown University, and Rutgers University are among the educational institutions that offer certificate programs, but travel can become cost prohibitive with a large D&I staff. With so few programs out there, it's no surprise that few individuals have any kind of formal training in the field. There are also practitioners who actively advocate bypassing standards because they entered the field without formal knowledge or skill in tying diversity and inclusion to organizational results; therefore, no one else should be required to possess that knowledge or skill either. Accordingly, D&I professionals are often unable to move the needle on equity and inclusion. We blame it on the leadership and the culture, but part of the blame resides with us.

THE DIVERSITY CONSULTANT

Diversity consultants are a different breed of professional, but face similar issues. They also may lack formal training within the field and are more likely to come from agenda-laden backgrounds (e.g., "this is a hot field, I can make a lot of money easily"). Many are passionate about what they do, but often lead with "one-off" or one-time training solutions—thinking that this will somehow have long-term, beneficial effects.



Diversity training works best when there is a plan to build the skills (communication, customer service, supervisory, etc.) of participants through a series of interventions, as well as when evaluation is a forethought versus an afterthought. Nevertheless, diversity training may not be the best tool to use in every situation. And, the training should definitely not be limited to Black and White race relations only.

Part of the problem lies with the expectations of the client and the reality that clients have so many D&I consultants from which to choose. These clients are not necessarily seeking quality or results, they want to placate the problem—*FAST!*

Diversity consultants, then, must resist client pressure to apply Band-Aids on gunshot wounds. This requires taking the time to properly diagnose or assess the situation. The consultant must also determine the interconnected parts of the problem and understand which tools are the right tools to use at this point in time. For example, instead of leading with training, perhaps a policy needs to be updated, clarified, and enforced. Or perhaps the organization should develop a communications campaign if misunderstandings abound regarding diversity and inclusion efforts.

The standard definition of a consultant is to: "fix or improve a particular component of a client's business. In this instance, we are referring to equity and inclusion. Therefore, diversity consultants must be held accountable for fixing or improving the current organizational culture that results in unfairness or exclusion.

■ ■ ■

How many of us have found ourselves in these situations? The reality is that it's hard to fix a problem unless we admit that there is one. This isn't to say that the field of Diversity and Inclusion is full of bad people, but like most *new* professions, it is filled with a mixed bag of results. The only way for us to get better outcomes is to re-assess our work and determine how we can demonstrate the accountability that we want others to emulate.

The Lack of Metrics

"Following up on" something means to review it again later. One will "follow up" to make sure that something gets done or to ask more questions after an intervention takes place. “Following up” is a necessary component of demonstrating meaningful metrics.

Both Diversity Officers and Consultants are guilty of a complete lack of follow-up. Let’s use training for example. Before most trainings or training programs are implemented, it’s rare to find concrete goals that the trainings are meant to improve. Instead, we often have vague concepts such as building a more inclusive culture, resolving conflict better, or increasing teamwork. None of these are particularly measureable, so it’s not even possible to determine if the training was a success even if someone was assigned to measure it!

Of course, the real work of diversity and inclusion goes well beyond just trainings. It expands into recruitment, innovation, sustainability, market penetration, and global competence.

Now you probably didn’t need us to tell you all of this. You’ve been seeing it in your organizations for years. The average diversity professional asks “how”: *How do we measure our impact? How do we know we are making a difference? How can we report our achievements when no-one asked, or expects, us to give an account for the organization’s investment?*

Let’s take a look at how diversity and inclusion drives bottom-line performance and then we’ll get into the metrics needed to make that happen.

Diversity & Inclusion's Potential for Bottom-line Results

Notice we used the term 'potential'. The Business Case for Diversity has been touted for the past 10 years at least. Particularly since 2008, when diversity office budgets were being cut left and right and many CDOs found themselves out of a job, there was a wake-up call in the field that we needed to connect diversity to the business.

So out came the data. Unfortunately, things like ratios and head counts alone do not drive performance. Early versions of diversity business cases tended to focus on things that were valuable to a person with a vested interest-- but not necessarily valuable to the organization. Hence, indicating a difference between personal values (i.e., the right thing to do) and business value (i.e., bottom-line results).

Further, research shows that with increased diversity comes increased conflict. As a wonderful article in The Harvard Business Review shows, it's actually this conflict that can drive those bottom-line results, but **only if it's managed well**.

So what are some of these results?

According to a 2015 McKinsey report, organizations with gender diverse leadership have a 15% increase in bottom-line results versus those that do not.

That same report shows that organizations with racially diverse leadership have a 35% increase in bottom-line results versus those that do not.

On average, companies with the highest percentages of women board directors outperformed those with the least by 42 percent. The Bottom-line: Corporate Performance and Women's Representation on Boards.

According to the data found within the US Census Bureau Reports, *Whites will be a minority by 2020*, organizations must learn now how to successfully build both diverse internal teams and reach diverse customer segments.

- By 2025, McKinsey reports that 45% of Fortune 500 companies' business will come from global markets.

It's clear that diversity is good for business, but how? Will increasing diversity somehow magically increase profits? It's unlikely. Instead, organizations must be very strategic and intentional in how they bring about and increase diversity in order to achieve such results.

Diversity Must Be Strategic

This is very simple to understand. Unlike what some diversity professionals are pushing these days, we do not want diversity just for diversity's sake. Let's say you're an insurance company trying to break into the Latino market, as many of our clients are currently trying to do. Would you hire a Chinese speaker or even a Spanish-speaker of Chinese descent to do so?

Of course not. That wouldn't make sense. Part of being able to market and sell to a particular group is not just knowledge of the language, but an in-depth understanding of the culture. Someone from a Chinese background may very well add diverse perspectives into other areas of the company, but selling to Latinos is probably not one of them. There are always exceptions and our diversity perspective would be to always keep an open mind and not prejudge-- perhaps someone of Chinese descent grew up in a Latino neighborhood and has an excellent understanding.

But good business practice is built on trends not exceptions. To source and recruit talent for our Latino initiative, our job ads would be posted in the Latino, not the Chinese, community. And this is exactly what we mean by being strategic.

One should never ever hire for head count alone. Without a clear strategy, having more veterans, more lesbians, or more Cuban-Americans, is not going to do anything for your organization. Finding the best people for the job is. Now, if you've kept up-to-date with the literature in the HR, Recruitment, and Diversity fields, you'll know that unconscious biases can play a big role in skewing people's perspectives of the best, but hiring the top talent is always your end goal. If you aren't familiar with the literature on unconscious bias, we suggest you start here: http://cookross.com/content-expertise/unconscious-bias/

Strategy, partnered with metrics, allow for evidence-based decision making. Many diversity professionals and consultants will promote generalities like "Engaging diverse employees improves productivity." But do we actually know this to be true in our organization? And what exactly is the business value?

It's not enough to make a generic statement, we have to have the data to enact a true cost-benefit analysis. How much money must we invest for an increase in engagement and, therefore, productivity? If we make an investment in employee engagement, will our returns be lesser or greater than if we made the same financial investment in a new marketing initiative?

It's not enough just to say something will be better. We both have to prove it and prove that it's a better investment than other options on the table. Most organizations can only successfully focus on 3 large initiatives at a time, so any diversity and inclusion programs must deliver enough of an ROI to land in those top 3, which is why senior leadership sponsorship is so important.

For a business-focused approach to diversity, senior leadership must make it one of their top 3 priorities to see bottom-line returns. As we move along here, we'll see more and more how that can, and should, be the case.

Every Good Strategy Starts with Data

Evidence-based practice is always the best way to inform any organizational strategy. As we all know, data is not the be-all-end-all in the decision making process. It simply can't provide the context necessary for the best decisions. But it should be the starting point and it should always be used throughout any strategic implementation to regularly measure results and progress.

Most commonly, we need to build multiple sources of baseline data. For example, let's assume that our goal is to enhance inclusion in order to increase employee productivity. We'll need several different data points to start out with:

- **What are current diversity numbers in terms of head count?**
- **What are current employee engagement survey ratings?**
- **What are current rates of production?**

Of course, these will all need to be further broken down, possibly by demographics, business units, location, etc., whichever makes sense for your organization.

If you currently have a Chief Diversity Officer or if you're planning to bring on a consultant, this should be the first thing you ask them. What data points are they or will they be measuring to help you understand success? If they don't have an answer, it's clear evidence that you should probably find yourself a new diversity professional to work with.

The Metrics That Matter

We now understand the problems with how diversity efforts are often managed, the tremendous advantages when D&I functions properly, and the importance of data. Now it's time to outline exactly what data we need and how to use it to not just build in accountability, but also to achieve success through course corrections and other strategic initiatives.

Every other role in the organization has Key Performance Indicators (KPIs) for which it must hold itself accountable. It should be no different for any other role in the company-- diversity professionals included. As we discussed, the true rewards come from capitalizing on the advantages that individuals with diverse thoughts and experiences bring to the table. Different individuals offer unique perspectives as well as affinity and insight into different demographics.

Overall, the diversity professional's role in the company must be strategic. But what exactly is "strategy" anyway? For purposes of this report, we will define a D&I Strategy as "*the proactive process of steering an organization toward sustainable, long-term success through inclusion, cultural competence, market segmentation, and equitable service.*"

In order for this to happen successfully, D&I professionals must be partnered with senior level leadership and mid-level managers. Hence, the Chief Diversity Officer should not be involved in the day-to-day implementation or roll-out of D&I initiatives. In particular, we'd like to point out that they should not be involved in regular employee squabbles or complaints, even when related to race, gender, or any other forms of alleged discrimination. That's the realm of HR. We've seen too many CDOs spend their days putting out small fires, which makes them ineffective in driving strategic organizational initiatives. Every CDO should avoid falling into that trap. The CDO must have their eye on real areas of impact – capitalizing on diversity to make money, save money, or achieve organizational goals.

RECRUITMENT

This, of course, is the starting point for any organization's diversity journey. Before you can even worry about capitalizing on the advantages of a diverse workforce or helping them manage conflict constructively, you need people in the door.

You first need to start with your strategic needs. What kind of people are you looking to bring on? Are there particular markets you'd like to reach or penetrate better? Do you have any global partners or plans for international expansion? Are your current customers well-represented by staff within the organization?

Once you've identified a few targeted groups, now you can expand your reach into new demographics not well-represented in your organization in order to diversify internal experiences and ideas. It's very important that your efforts are not superficial. We're not just talking about appearance like skin color or gender. You want to look at educational backgrounds, life experiences, field of expertise, professional associations, previous accomplishments, etc.

Under Retention and Talent Planning, you could evaluate:

- *Demographic Data* – Both EEO data and those data points identified as important to the organization.
- *Length of Stay* – In addition to just tracking how long people are staying, find out the cost to the organization when they leave at various points – year 1, year 2, year 3, etc. Don't just look at recruitment and training costs, but loss of organizational knowledge, loss of co-worker rapport, loss of customer rapport. All can take a large toll on your business.
- *Number of demographic X in various career ladder roles* – Of course we need to know what percentage of people are in what positions. Are most of our engineers male? Are most of our customer service reps female?
- *Number of demographic X promoted and frequency* – An easy one to monitor and track. Most organizations will already have this data along with career ladder roles. They just need to pull it into one place.
- *Number of demographic X and choice assignments given* – This one is often easily overlooked. Things like promotions and length of stay are easy to track. However, who gets what assignment, which is really an opportunity for development and recognition, is equally as important.

  We see this a lot with law firms. They'll make a big effort to diversify their staff, only to have them leave within 6-months to 1-year. The most common reason given during exit interviews is that they did not see a career path for themselves in the organization, usually citing that all significant opportunities were provided to white male attorneys in the firm.
- *Number of demographic X and mentoring opportunities provided, both formal and informal* – We tend to mentor those that look and think like us. This particular implicit bias is one reason why minority staff may not be obtaining higher positions. It can also very often be a reason they don't see a career at the company and decide to leave.
- *Employee Engagement* – This one is best measured with a survey. We also recommend doing this more than once a year, especially for newly on-boarded employees. In addition, add in structured management or co-worker feedback whenever possible. Don't just rely on self-reporting as it rarely gives the whole story.

This usually requires completely revamping the boilerplate job descriptions most organizations already have in place. If you only hire from the top 3 colleges in the country, it doesn't matter who you bring on, white, black, brown, or purple, they've grown up in the same areas, had the same teachers, know the same people. They won't be able to bring the same level of diverse thought and talent in as someone from an all-together different background.

So your metrics for success need to reflect this.

A note of caution here, always make sure you are staying abreast of Equal Employment Opportunity (EEO) Laws as well. Even if your ideal candidate has a Latino background, it's illegal to specify such in a job ad as it discriminates against non-Latinos. Just like with our Chinese speaker example, there is the possibility of them being an excellent fit for the role, so we can't screen out based on protected classifications such as race, gender, sexual orientation, ethnicity, religion, or veteran status.

Your report card can reflect performance on areas such as:

EEOC Applicant Demographics – Each applicant must be given the opportunity to self-identify information related to demographic identifiers in the application process. Keep track of how many individuals are applying, how many are sourced by recruiters, and which ones are hired. This can be further broken down by department, location, and even hiring manager.

Other Identified Characteristics – Did you decide to branch out in terms of educational background, prior work experience, or non-traditional learning? Then you need to track those numbers as well.

Sourcing – For true intentional diversity recruitment, you have to reach into new candidate pools aside from the ones you usually go to. Keep track of how many recruitment sources you have and what kind of candidates generally come from those sources.

Each of these areas will receive a grade, such as an A, B, C, D, or F, with an explanation for why this component received such a score. For example, 'A' could signify Excellence, and you should state the reason why Excellence was obtained. You can also indicate areas for improvement with a plus (+) or (-) sign, such as a B+ or B-.

RETENTION & TALENT PLANNING

Very important, especially when first starting, is tying recruitment and hiring to retention and talent planning. It's not enough to get diverse staff in the door, you've got to retain them. The average cost to an organization for an employee making $35,000-$50,000 a year is $8,000 in recruitment and training costs in their first year. So if you lose employees before they've stayed a year, you've just lost at least $8,000.

With all of the metrics, retaining relevant demographic information is essential. This is very new for a lot of companies since we generally try to ignore things like race and gender in the workplace. But to be intentional and to really move that needle, we must know the numbers. However, it is best to keep this information locked inside of HR and with senior leadership in order to avoid misuse or legal complications.

PRODUCTIVITY

Related to engagement, we have productivity. This will be different for every organization, but you must have a way to measure how much each staff member accomplishes. Here are some possible metrics to do so:

- *Time to market (for a new product)*
- *Units produced per day (and you can be creative with defining a unit)*
- *Length of time taken to complete X*
- *Revenue generated or costs saved*
- *Customer feedback (reviews, returns for defects or dissatisfaction)*

INNOVATION

Admittedly, innovation is not easy to measure. It's a rather complex concept that requires tracking of numerous elements to really determine effectiveness. To compound the problem, marketable products and services are not the only areas an organization can innovate. This could be internal processes as well. We've listed some of the simpler aspects to track, but our honest recommendation is to simply include innovation as a metric and reflect back on it for subjective analysis during strategy reviews.

- *Time to market*
- *Number of new ideas or innovations created by a team*
- *Quality of ideas created* – This takes a real intention to create and track. You need to define a quality idea rating system and then have someone score ideas as they come in. However, we're not convinced this is a valuable use of time. Either you took an idea to market and it became successful, or you didn't. We recommend to simply measure the ROI or RoPDE (see below), instead.
- *Return on Product Development Expense (RoPDE)* - This is a complicated one. The Balanced Scorecard Institute does a very good job of explaining it.

PUBLIC RELATIONS (PR)

Diversity and inclusion initiatives, especially connected to community outreach, can bring extensive PR opportunities. If you have an Office of Corporate Social Responsibility, these areas may overlap.

The marketing department should already have some numbers on the average cost to produce various levels of PR at local, state, and national levels. There should also be tracking of any sales spikes following PR publications. If that data doesn't currently exist, you'll need to build it to accurately track this metric.

- *Number of D&I related PR pieces produced externally* – This is any piece that was initiated by an outside agency, rather than one your company actively sought to promote. In this sense, it is "free PR" because you didn't pay to produce or promote the content.
- *Number of D&I related PR pieces produced internally* – This is any PR piece produced from within specifically to be promoted out.
- *Cost of PR production*- In terms of external PR, this is the amount you're saving through D&I efforts. In terms of internal, you'll use this metric when analyzing ROI of a given piece.
- *Specific article ROI of PR* – Any spike in sales that can be attributed to a particular piece.
- *General ROI of PR* – This takes more effort to track. Generally, it requires polling current customers related to their understanding of your organizations diversity or community outreach efforts. You need to understand two things 1) Are they aware of said efforts and 2) does it have an effect on their purchase behavior.

Accountability for D&I Execution and Outcomes

THE LINK BETWEEN ACCOUNTABILITY & COMMUNICATION

As stated earlier, communication is a vital function of any accountability effort. Nevertheless, communication must go beyond simply sending out a memo or mass e-mail toward building trust, sharing information, and asking for feedback about the process. Communication must also be viewed as a continuous activity—meaning one exchange is not sufficient.

The following are guidelines:

- Plan to communicate key objectives on a pre-determined schedule
- Make sharing easy—use charts, graphs, and illustrations wherever possible
- Be consistent. Ensure the messaging is uniform throughout the entire organization (i.e., whether one is at headquarters or a field office; or whether one is in ABC department or XYZ department)
- Share success stories to keep stakeholders engaged

WHAT THE REPORT CARD CAN ASSESS

When you are just starting the report card process, we cannot overemphasize the need to keep it simple. Nevertheless, over time it's possible that some elements of the Report Card process will be standard, while other aspects will be customized to meet the unique demands of your organization. For example, every supervisor or department can be assessed for recruiting, promotions and retention, while utilizing diverse suppliers may only be a criteria for managers with purchasing responsibilities.

Note that diversity training was not an area that the report card assessed directly, but could be included under "Lawsuit Prevention", which is an organizational risk that ties directly to the bottom-line. Your report card can also assess how diversity and inclusion contributes to the achievement of organizational goals. In this instance, you will list each of your organization's goals, and evaluate key performance indicators. For example, for a nonprofit, a goal may be to increase fundraising capacity. The Diversity Report Card can assess how the organization has diversified its funding sources. For a healthcare organization, the Diversity Report Card can assess issues such as disparities in treatment options, diverse patient outcomes, and staff and patient satisfaction.

The Diversity Report Card presents an opportunity for you to gather meaningful data, and to make improvements over time. It does require an investment of your time, but the benefits will far outweigh any costs.

Contact Information

For more information about this report, or to explore this concept in depth through the Society for Diversity's credentialing program, contact us at:

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